

# Delivering Best Value

to the Workforce

**Value**

**Effectiveness**

**Efficiency**

**Defense Acquisition University**

2011 - 2016 Strategic Plan  
FY11 Organizational Performance Plan  
Draft as of 12/10/10



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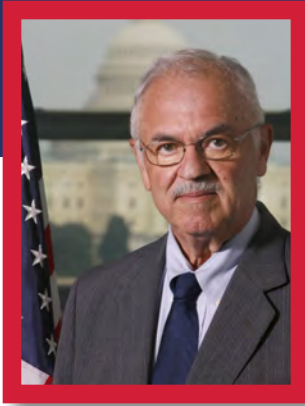
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# President's Message

The Department of Defense faces challenging times. The Secretary of Defense (SECDEF) has directed targeted savings across all Department Components and Agencies. He has tasked the Department to take a hard look at every aspect of how it is organized, staffed, and operated – indeed every aspect of how it does business. Secretary Gates' initiative to deliver better value to the taxpayer is aimed at reducing overhead and finding efficiencies within the force structure and modernization accounts. Savings realized will be transferred to fund force structure and modernization programs within current budget levels. This reprioritization will enable DoD to use resources more effectively to support and sustain the warfighter.

DAU is critical to ensuring the success of the SECDEF's initiative by providing high-quality and relevant training to the Defense Acquisition Workforce so that they can perform their duties more effectively and efficiently. Principal Deputy Under Secretary of Defense, Frank Kendall's June 18, 2010 memo stated,

*"The Defense Acquisition University was ruled exempt from this round of targeted savings to ensure we are fully invested in the training and education of our most valuable resource: the Acquisition Workforce, the very people we depend on to find savings and efficiencies in our acquisition programs every day. However, you should still strive to achieve more capability within your resources and, as such, "tooth to tail" cost avoidance proposals may be submitted and are strongly encouraged. You can reinvest such cost avoidances into more capability within DAU."*

I am confident that with our first rate faculty, staff and leadership team; and our award-winning business infrastructure, strategic planning process, and human resources program we will be able to meet Mr. Kendall's challenge to achieve more capability within our resources.

The long-range goals—related to mission, infrastructure, transformation, people, and customers—laid out in this strategic plan are designed to lead us into the future. The strategic measures will ensure we stay on track; the FY11 performance tasks and

targets will keep our focus on what we need to do this year to accomplish our long-term goals and priorities. Key efforts include:

- Updating the LOG curriculum to more comprehensively address reliability, maintainability, and availability
- Enhancing pricing, rapid acquisition, services acquisition, and information technology content in our curriculum and other learning assets
- Conducting high-impact mission assistance to major defense acquisition programs
- Providing intact team training using virtual world technology
- Deploying a state-of-the-art student business system
- Taking care of the professional development of our faculty and staff
- Engaging with customers and stakeholders to ensure we are meeting their requirements

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**DAU is critical to ensuring the success of the SECDEF efficiencies initiative by providing high-quality and relevant training to the Defense Acquisition Workforce**

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However, as we go about our day-to-day tasks, we should remember that our top priorities are the troops we ultimately serve, the American people whose security we support, and whose resources we steward. This is a time when fighting two wars takes precedence and as such, money is tight for DAU and will get tighter. We must be creative and expect to do more with the same or less. Internally, we each have a responsibility to eliminate waste and avoid unnecessary expense. Through our teaching and mission assistance, we can help other organizations to do the same. Let's join Undersecretary Ashton Carter, Principal Deputy Frank Kendall, and Mr. Shay Assad in leading the quest for efficiency and capability.

Thank you for your dedication and service. I look forward to working with each of you as a part of our university and the acquisition community.

*James S. McMichael*

# A Solid Foundation for Strategic Planning

## Our Values

### Alignment & Teamwork

We are a team aligned with our senior leadership. Through support, respect, and trust, we work together to meet our leaders' objectives.

### Customer Focus

We are a customer-centric organization. We consider our customers' view in all we do, helping them succeed by maximizing their capabilities and preparing them to support the warfighter.

### Performance Excellence

We pursue excellence in all we do and take pride in our efficiency and productivity. We value professionalism, integrity, transparency, and quality.

### Speed & Agility

We are proactive and anticipate requirements. We quickly deliver responsive products and services.

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**Our DAU values form the basis for providing our customers the very best in acquisition learning and development.**

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Our values, organizational strengths, and core capabilities form a solid foundation for our strategic planning. The long range goals and measures established in this document work together to provide the Defense Acquisition Workforce the learning assets to help them deliver what the warfighter needs and, as USD(AT&L) Ashton Carter has mandated, to deliver better value to the taxpayer and improve the way the Department does business.

## Values

Our DAU values of teamwork, customer focus, performance excellence, and speed and agility form the basis for providing our customers the very best in acquisition learning and development. These values define how we approach our work and how we interact with our stakeholders, customers, partners, and faculty and staff. These values are not mottoes, but how we behave everyday.

## Organizational Strengths

**Multi-Functional, Applied Subject Matter Expertise.** Having held positions as highly skilled field practitioners, DAU faculty and staff collectively possess experience and expertise across DoD acquisition disciplines and are unique in their comprehensive knowledge of the DoD environment, business practices, and acquisition processes.

**Unique Curricula Development and Rapid Response Capabilities.** DAU's curricula development expertise is unique in regard to design, content, and intimate understanding of the DoD acquisition environment. This facilitates the alignment of curricula to the career-long learning needs of the Defense Acquisition Workforce and rapid training on emerging defense acquisition policy initiatives.

**Relationships with Acquisition and Defense Industrial Communities.** The defense industry is a critical part of the DoD acquisition team. DAU builds and maintains strong professional, mutually beneficial relationships in curricula development, mission assistance, and continuous learning; and in promoting government best practices in the execution of the defense acquisition mission.

## Core Capabilities

The AT&L Performance Learning Model (PLM) is a learning and development architecture that provides all members of the AT&L community with more control over their career-long learning opportunities. The PLM extends the learning experience from traditional classroom instruction to a variety of learning solutions that are available anytime, anywhere.

- **Training** through Web-enabled and classroom courses with case-based instruction aimed at developing critical thinkers, and virtual-world and immersive learning technologies aimed at simulating real-work experiences.
- **Continuous Learning** with self-paced, relevant training modules, available 24/7, to help meet continuous learning requirements and improve job performance.
- **Mission Assistance** with rapidly delivered program, technical, and business solutions offered to the Defense Acquisition Workforce through onsite consulting, targeted training products, intact team training, and Major Defense Acquisition Program engagement.
- **Knowledge Sharing** through the Defense Acquisition Portal and the Acquisition Community Connection, where the workforce can connect with experts, peers, and acquisition resources.





# DAU Organizational Commitment

DAU's organizational structure, with centralized learning asset development and decentralized delivery through our regional campuses and the Defense Systems Management College, ensures responsive support for students and acquisition field organizations.




We are committed to working collaboratively with our senior leadership, faculty and staff, stakeholders and partners, and most important, our customers, to turn the Strategic Plan into a reality and ensure that we deliver the very best in acquisition learning and development.

  
**Dr. James S. McMichael**  
Acting, President

  
**Mr. Joseph E. Johnson**  
Chief of Staff

  
**Mr. Mark C. Whiteside**  
Director, Performance & Resource Management

  
**Mr. Robert L. Daugherty**  
Dean, DAU Capital & Northeast Region

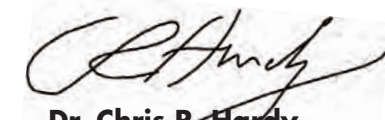
  
**Mr. James L. McCullough II**  
Dean, DAU South Region


  
**Ms. Barbara J. Smith**  
Dean, DAU Mid-Atlantic Region


  
**Mr. Travis L. Stewart**  
Dean, DAU Midwest Region


  
**Dr. Roy L. Wood**  
Dean, DSMC - School of Program Managers

  
**Mr. Andrew A. Zaleski**  
Dean, DAU West Region

  
**Dr. Chris R. Hardy**  
Director, Global Learning and Technology Center

  
**Mr. John T. Shannon**  
Director, Learning Capabilities Integration Center

  
**Dr. Craig L. Lush**  
Director, Acker Library and Knowledge Repository

  
**Mr. Dave L. Scibetta**  
Director, Operations Support Group

  
**Ms. Margaret A. S. Hogan-Roy**  
Director, Human Resources  
and Human Resources Advisor

  
**Mr. Richard Hoferkamp**  
Pentagon Liaison





**Value**

**Effective**

**Effici**



Business

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2011-2016 Strategic Plan

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# **Delivering Best Value to the Workforce**

Agency



# Improving Effectiveness and Efficiency



"To sustain necessary investment levels for Department of Defense mission essential activities, we must significantly improve the effectiveness and efficiency of our business operations. Doing so will increase funding available for our mission functions.

— Hon. Robert M. Gates  
Secretary of Defense



"You should still strive to achieve more capability within your resources."

—Hon. Frank Kendall  
Principal Deputy Under Secretary of  
Defense for Acquisition, Technology  
and Logistics

The need to transform our Armed Forces, as well as the organizations and processes that control, support, and sustain them, is compelling. We are fighting a war. We are not living in an environment where traditional peacetime acquisition processes suffice. Those on the front lines see changing threats every day. The acquisition process must respond much more rapidly, effectively, and efficiently to meet the needs of our men and women in uniform.

The Department must take a hard look at every aspect of how it is organized, staffed, and operated - indeed, every aspect of how it does business. Defense Secretary Gates' efficiencies initiatives are aimed at reducing overhead and finding efficiencies within the force structure and modernization accounts. Savings realized would be transferred to fund force structure and modernization programs within current budget levels. This reprioritization will enable DoD to use resources more effectively to support and sustain the warfighter.

DAU is critical to ensuring the success of the efficiencies initiative by training the Defense Acquisition Workforce to meet the needs of our nation's warfighters. As the primary learning assets provider for the Defense Acquisition Workforce, DAU is committed to improving effectiveness and efficiency by fully engaging our students, both in the classroom and on the job. Through a virtual, continuous presence with the workforce, DAU products and services enhance workplace performance, promote mission effectiveness, and help reshape the Defense Acquisition Workforce to meet future challenges. DAU is fully integrated in our learners' careers from the time they enroll in their first DAU course until they retire, helping them effectively and efficiently provide the very best weapon systems, equipment, and services—helping them achieve the right acquisition outcomes.



# Strategic Goal Alignment

DAU's Strategic Plan is aligned with the goals of the:

- **Nation**, as established in the President's Memorandum on Government Contracting, the Weapon Systems Acquisition Reform Act of 2009, and National Security Strategy;
- **Defense Department**, as set forth in the National Defense Strategy, Quadrennial Defense Review, DoD's Strategic Management Plan, SECDEF's workforce growth strategy, and SECDEF's efficiencies initiatives;
- **USD(AT&L)**, as stated in Congressional testimony, AT&L priorities, and the Defense Acquisition Workforce appendix to the DoD Human Capital Strategic Plan.

DAU's Strategic Plan flows down to our annual Organizational Performance Plan. To successfully achieve objectives in that plan, each member of the DAU team must ensure that his or her activities and individual objectives, as reflected in their Faculty Contribution Assessment Plan (FCAP) and NSPS/Acq Demo development plan support the tasks and targets of our annual Organizational Performance Plan.



"As a matter of principle and political reality, we must do everything possible to make every taxpayer dollar count."

— Hon. Ashton B. Carter  
Under Secretary of Defense for  
Acquisition, Technology and Logistics



## AT&L Objectives

1. Deliver the warfighting capability we need for the dollars we have
2. Get better buying power for warfighter and taxpayer
3. Restore affordability to defense goods and services
4. Improve defense industry productivity
5. Remove government impediments to leaness
6. Avoid program turbulence
7. Maintain a vibrant and financially healthy defense industry
8. Obtain 2-3% net growth in warfighting capabilities without commensurate budget increase by identifying and eliminating unproductive or low-value-added overhead and transfer savings to warfighting capabilities

# DAU Strategic Planning Process

## Strengths

- Caliber of faculty and staff
- Innovative use of technology
- Internationally recognized
- Integrated learning assets
- Ongoing support of students and their organizations

## Weaknesses

- Internal workload allocation
- Speed of curricula development
- Clarity of learning asset development roles
- Capacity and speed of IT infrastructure
- Staff recognition

## Opportunities

- SECDEF efficiencies initiative
- MDAP engagement
- Intact team training
- Applied research
- New acquisition process for information technology
- Space acquisition
- International acquisition
- Streamlined acquisition process
- Section 852 hiring

## Threats

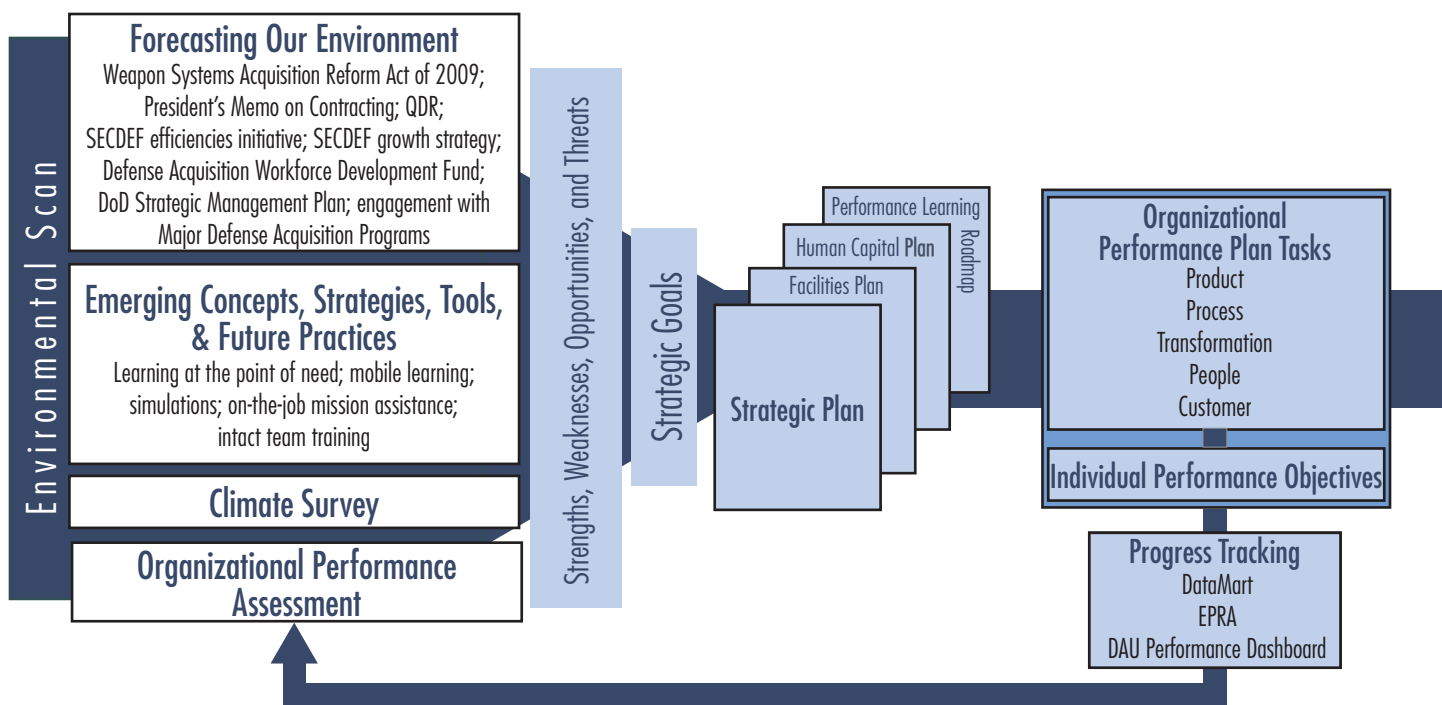
- Complacency
- Stakeholder perceptions
- PEO/PM turnover
- Balance DoD IT security with the need to reach the workforce
- OPM hiring process/civilian personnel system
- Speed of technology advancement

Our strategic planning process does not stop with the publishing of the Strategic Plan. It is an end-to-end planning process that encompasses performance measurement, budgeting, and contribution-based employee evaluation systems. It includes the following products:

- Strategic Plan, which contains the mission, vision, goals, measures, and enabling strategies. It covers six years but is updated annually as a living document;
- Organizational Performance Plan, which has performance tasks and targets for the current year in support of each strategic goal;
- Organizational Performance Assessment, which shows the actual versus planned accomplishments for the year as well as progress on long-term measures for each goal of the Strategic Plan;
- Annual Report, which provides DAU's customers and stakeholders with our achievements for the preceding year;
- Performance-based individual contribution plans, which are used for both our faculty and staff.

Each year, DAU reviews, updates, and validates our strategic goals and measures, and our enabling strategies. The Planning, Policy, and Leadership Support group is responsible for leading this effort. They engage the participation of faculty and staff from across the university in this review. The review process begins with an analysis of organizational strengths, weaknesses, opportunities, and threats (SWOT). This is based on an environmental scan which identifies: 1) changes in DoD warfighting and acquisition environment; 2) advances in learning and development approaches; 3) major shifts in technology, market, competition, or regulatory environment; and 4) long-term organizational sustainability. Areas for improvement/focus are determined through leadership reviews of mission/operational performance, customer satisfaction ratings, stakeholder inputs, climate survey results, and annual performance plan task accomplishments. Updates to the strategic plan are presented to the Strategic Planning Council (SPC) (membership consists of DAU's senior leadership team) and reviewed by our Board of Visitors prior to final approval by the SPC.

In alignment with the strategic goals, separate performance tasks to be accomplished during the year are defined in the DAU Organizational



Performance Plan. These tasks are projects headed by a project manager. Performance targets, outcomes/output measures, and indicators of success define progress toward the higher-level enabling strategies.

Our progress toward meeting our strategic goals and fulfilling our mission is measured and reported regularly. DAU has adopted an online enterprise-wide performance measurement tool, the DAU Performance Dashboard, (<https://clo.dau.mil>), which we use to set baselines, manage tasks, and analyze results. This dashboard, available to all managers, tracks progress of the performance tasks and targets that support each strategic goal. DAU conducts a tri-annual Enterprise Performance Review and Analysis (EPRA) to review progress for all annual performance tasks and targets as well as long-term measures for the strategic goals. This enables management to make resource allocation decisions in the context of past results and allocate or reallocate resources as appropriate. All of our decisions are data-driven.

Progress toward achieving each strategic goal is also assessed using a select number of key long-term measures. Long-term goal performance and current year task performance are documented in our annual Organizational Performance Assessment. Results are reviewed and incorporated as necessary into the next update of the Strategic Plan.

DAU's contribution-based employee evaluation systems ensure that each individual employee is focused on contributing to the execution of our mission and the accomplishment of the performance tasks, and ultimately, focusing on the goals of the organization. Individual objectives are set based on the Strategic Plan and Organizational Performance Plan. In the end, employee rewards are tied to specific contributions toward accomplishing DAU's performance goals.

The entire process is a deliberate, planned, measured, iterative, and integrated cycle that continuously moves DAU toward its organizational goals and vision.



# Mission

## Mission Success

- Earned reaffirmation of accreditation in 2008 with three commended areas
- Seven distance-learning awards
- Ranked #1 Corporate University in America—American Society of Training and Development (2004)
- Ranked #1 Organization in the Government for Leadership and Development (2007, 2006, 2005)
- Best Overall Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Best Mature Corporate University—Corporate University Best-in-Class (2006)
- Best Virtual Corporate University—Corporate University Best-in-Class (2006 & 2002)
- Corporate University Leader of the Year—Corporate University Best-in-Class (2006 & 2002)
- Computerworld 21st Century Achievement Award (2007)
- Chief Learning Officer Vanguard Award (2009)
- Chief Learning Officer Learning Team Award (2009)
- APEX Award of Publications Excellence (2009)
- Silver Inkwell Award (2009) for Government Communications

**Provide a global learning environment to support a mission-ready Defense Acquisition Workforce that develops, delivers, and sustains effective and affordable warfighting capabilities.**

Impact acquisition excellence through:

- Acquisition certification and leadership training
- Mission assistance to acquisition organizations and teams
- Online knowledge-sharing resources
- Continuous learning assets

DAU plays a key role in the Department's efforts to restore the Defense Acquisition Workforce. As the Honorable Ashton Carter said, "Workforce size is important, but quality is paramount." DAU mission is to provide the learning assets that will ensure the quality of the Defense

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**"Workforce size is important, but quality is paramount."**

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Acquisition Workforce. We must provide that training to the existing workforce as well as the 20,000 new members joining the workforce as a result of the SECDEF's growth strategy.

The implications of this workforce growth strategy on training and development will impact DAU's strategic planning over the next several years. In addition to the increase in training demand from the growth strategy, other training demand drivers include:

- Annual turnover of 8,000-10,000 workforce members
- Turnover related to Base Realignment and Closure (BRAC) movement to new locations
- New training requirements for: support services contracting, contingency contracting, contracting officer's representatives, requirements personnel, newly hired contract specialists, pricing personnel, rapid acquisition, and international cooperation
- Enhanced job-support assets
- Expanded training in program management, systems engineering and technical management, logistics, and cost estimating
- Learning asset development for other high-impact and emerging acquisition needs

## Enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes.

Our vision, “Enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes,” is clear about what we must accomplish for success. We will measure our progress by how well the workforce does its mission.

The Defense Acquisition Workforce represents DoD USD(AT&L)’s human capital—a highly valued asset critical to DoD’s success in serving the nation. Maintaining the right mix of technical knowledge and subject matter expertise, as well as general business skills, is vital to achieving the acquisition mission.

During 2010, the president, Congress, and DoD senior leadership continued to be actively involved in shaping initiatives on government contracting, weapon systems acquisition reform, and the capability and capacity of the Defense Acquisition Workforce. DAW is called upon to play a critical role in implementing these initiatives. This includes an integrated portfolio of all workforce training initiatives that spans the full spectrum of the Performance Learning Model. Examples are:

- Delivering Services Acquisition Workshops and developing new learning assets within the Services Acquisition Mall
- Updating the LOG Curriculum to more comprehensively address reliability, maintainability, and availability
- Enhancing the pricing, rapid acquisition, and information technology curricula content across all learning assets.

These initiatives will drive realization of our vision of enabling the Defense Acquisition Workforce to achieve the right acquisition outcomes.

This 2011–2016 Strategic Plan lays the foundation for DAW to deliver better value to the workforce and addresses five strategic challenges, which form the basis for DAW’s vision and goals.

## Strategic Challenges

- Demonstrating our value to the USD(AT&L) leadership team by aligning with their priorities, especially the efficiencies initiative, and proving our ability to deliver results.
- Remaining competitive with other leading corporate universities through innovations in classroom technology, simulations, and informal learning techniques.
- Engaging with Major Defense Acquisition Programs to enhance acquisition outcomes.
- Helping acquisition field organizations improve their acquisition outcomes by adding organization team training to our current individual training assets.
- Effectively employing the Defense Acquisition Workforce Development Fund to increase our faculty and support resources to expand existing training programs and develop new learning assets.



## Strategic Goals & Strategic Measures

# Goal 1 | Mission

**Provide an integrated, interactive learning environment that helps acquisition workforce members, teams, and organizations improve acquisition outcomes.**

Our customer-centric approach to our mission focuses all our efforts and resources on customer needs and stakeholder requirements.

### Enabling Strategies:

1. Enhance and integrate delivery and management of learning assets within the AT&L Performance Learning Model.
2. Leverage the most effective technology, tools, and techniques to develop acquisition expertise and support mission performance.

### Strategic Measures:

- Graduate over 200,000 students per year.
- Provide at least 3.0 million hours of informal learning to the Defense Acquisition community.
- Increase percentage of Level II and Level III workforce that have fulfilled the training component of their certification requirement.





# Strategic Goals & Strategic Measures

## Goal 2 | Infrastructure

### **Continuously improve our infrastructure and mission support processes to optimize use of resources.**

We leverage best practices and learning technologies and we optimize resources to provide our customers with skills they need to succeed.

#### **Enabling Strategies:**

1. Deploy processes and systems to enhance decision making and operational effectiveness to increase productivity.
2. Ensure an efficient and cost-effective infrastructure to increase productivity.

#### **Strategic Measures:**

- Maintain annual cost per hour of learning and development at less than \$20.
- Maintain total student travel costs at less than 20 percent of the annual budget.
- Maintain average annual teaching hours greater than 600 per faculty member (excluding learning support and executive faculty), with an aggregate prep-to-teaching ratio of less than 0.5 to 1.0.
- Achieve a minimum of 24 registered students per applicable classroom course offering at least 85 percent of the time each year.





## Strategic Goals & Strategic Measures

# Goal 3 | Transformation

**Support congressional and DoD acquisition improvement initiatives through thought leadership, applied research, and engagement with key acquisition organizations.**

We will significantly impact the rapid transformation needs of DoD by promoting mission assistance, communities of practice, rapid-deployment training on emerging initiatives and relevant research.

### **Enabling Strategies:**

1. Promote improved acquisition performance and outcomes through training, human capital, and process improvements.
2. Leverage applied research to promote breakthrough change and performance excellence.
3. Engage with key acquisition organizations to help improve acquisition outcomes.

### **Strategic Measures:**

- Complete 100 percent of congressionally mandated targets.
- Complete 80 percent of planned research projects/studies by assigned deadline each year.
- Complete 80 percent of DAU performance tasks.



## **Foster an environment that encourages continuous development, promotes diversity, and rewards achievement to enhance job satisfaction and performance.**

To accomplish our goals, we must invest in human capital and professional growth that leads to value-added contributions to meet the needs of the Defense Acquisition Workforce.

### **Enabling Strategies:**

1. Recruit, develop, and retain the most talented, experienced, and motivated faculty and staff.
2. Foster a performance-based culture that recognizes contributions to the DAU goals and mission.

### **Strategic Measures:**

- Conduct climate survey at least every 3 years and achieve an aggregate mean score of 65 or above.
- Maintain average hiring cycle time of 45 days from Human Resource Management Council approval to selection.
- Maintain a budget for professional development at a minimum of 2 percent of unloaded salary per year.







## Strategic Goals & Strategic Measures

# Goal 5 | Customers

**Proactively engage our customers and stakeholders to understand their mission requirements and develop responsive solutions to enhance performance.**

Customer relationship management is how we deliberately plan to interact with our external and internal customers and stakeholders to promote a great DAU experience. Our internal customers are our faculty and staff. Our external customers and stakeholders include Congress, DoD AT&L senior leadership, component acquisition organizations, and, of course, the Defense Acquisition Workforce and community.

### Enabling Strategies:

1. Ensure alignment of customer relationship management program with DoD priorities and DAU goals.
2. Provide high-quality and responsive customer service.
3. Maintain DAU's national reputation as a premier corporate university.

### Strategic Measures:

- Visit 80 percent of MDAP customers.
- Achieve an aggregate customer satisfaction for Kirkpatrick Level I surveys of learning assets greater than 5.6 on the 7-point Likert scale.



During their respective professional development conferences, the Mid-Level Managers and the Senior Level Managers provided input for this 2011-2016 Strategic Plan. Their input was briefed to the DAU President and was incorporated into this plan. Their participation in this process provides DAU with valuable operational perspective and gives these managers a better understanding and ownership of the plan they will have to execute.



Senior Level Managers Conference  
May 4 - 7, 2010



Mid-Level Managers Conference  
April 5-9, 2010